Intergovernmental Affairs
Business Plan 2004-05

31 March 2004

Table of Contents

Message from the Minister and Deputy Minister 3

Mission 4

Planning Context 4

Strategic Goals 7

Core Business Areas 7

Priorities 8

Budget Context 10

Outcome/Performance Measures 10

106-04737/

Message from the Minister and Deputy Minister

I am pleased to present the 2004-2005 business plan for Intergovernmental Affairs. This plan outlines the mission, strategic objectives, and priorities of the agency for the coming year.

The Office of Intergovernmental Affairs (IGA) is the central coordinating agency for the Executive Council in the field of intergovernmental affairs. It is responsible for coordinating the Province's relations with other governments, and for promoting understanding of our provincial operations and opportunities in the broader national and international context.

The Office works to coordinate and facilitate line departments' relations with each other and other governments on long term and strategic issues. Our primary role is to ensure that the Province's approach in its relations with other governments is consistent, and to ensure a corporate perspective in all departmental dealings in national and international arenas.

There are five key areas where federal-provincial interaction over the coming year will hold particular importance for the future social and economic development of Nova Scotia. These areas include the improvement of the health care system, negotiations on offshore benefits to ensure Nova Scotia is the principal beneficiary, climate change, urban issues, and trade policy.

Intergovernmental Affairs will also continue to take a lead role in regional cooperation, both in Atlantic Canada and with New England, trade negotiations, and First Ministers' and Premiers' meetings. With respect to Premiers' meetings, the newly formed Council of the Federation provides opportunities for Nova Scotia to make our concerns better known to the rest of Canada, to form alliances with other provinces and territories to advance shared concerns to Ottawa, and to cooperate in the delivery of services to Canadians.

[Original signed by]

John F. Hamm
Minister of Intergovernmental Affairs

April 4, 2004
Date

[Original signed by]

Alison Scott
Deputy Minister of Intergovernmental Affairs

April 2, 2004
Date

Mission

To provide leadership in the development of corporate strategies for Nova Scotia's relations with other governments.

Planning Context

Intergovernmental Affairs (IGA) is the central coordinating agency for the Executive Council in the field of intergovernmental affairs. It is responsible for coordinating and pursuing the Province's relations with the Federal government, other Provinces and Territories, and foreign governments at the national and subnational levels.

The fact that the Government of Nova Scotia receives 35 percent of its revenue from Federal sources is reason enough to pay attention to intergovernmental relations. With recent events, the need for a coordinated Nova Scotian approach to intergovernmental relations has never been greater. There is a new administration in Ottawa, and Federal budget surpluses remain strong, but transfers to the Provinces for health care and for Equalization remain inadequate and unresponsive to different patterns of needs across the country. While the new Federal administration states that it seeks a better relationship with the Provinces and Territories, some of its policy statements will require clarification, as in the areas of cities, trade policy and the environment, to ensure that a Federal-Provincial partnership can be based on mutual respect for each level of government's constitutional jurisdiction. And so far, Ottawa's response to Nova Scotia's requests for full implementation of Federal legislation regarding offshore petroleum benefits has been slow.

Thus, over the coming year, there will be five key areas where federal-provincial interaction will hold particular importance for the future social and economic development of Nova Scotia: health care, offshore benefits, action on climate change, urban issues and trade policy.

Within the Province, trends towards an increasingly elderly population, growing labour skill shortages, the migration of rural Nova Scotians to large urban centres, coupled with pressures on resource industry stocks and the constraints associated with carrying a heavy ($12.3 billion) debt burden are significant for our planning context. They have increased both the desirability of Federal/Provincial cooperation to provide economic stimulus and of renewed fiscal arrangements to address the increased social, health and public service needs in this Province.

These needs may in part be addressed through the Federal government's national programs for activities as diverse as building infrastructure, improving border security, fostering innovation, skills development, immigration and disaster relief, which are important to Nova Scotia. Here effective intergovernmental communication is required to ensure that Nova Scotia receives its fair share of whatever program funding is available.

Interprovincially, there are developing trends towards increased consultation and cooperation. From 1995 onwards, Annual Premiers' Conferences witnessed ever-greater solidarity between the Provinces and Territories in calling for changes to Federal policy and fiscal arrangements,

particularly for health care, post-secondary education and transportation infrastructure. Premiers also agreed on the need to achieve higher levels of functional cooperation between the Provinces and Territories themselves. These trends came together in the Annual Premiers' Conference in Charlottetown during the summer of 2003, when Premiers agreed to establish a new organization called the Council of the Federation with its own secretariat, specifically to promote Provincial/Territorial policy positions and functional cooperation.

At its inaugural meeting in Vancouver on 23-24 February 2004, the Council of the Federation set out an ambitious workplan. Premiers will work with Health and Finance Ministers to address health care sustainability and reform, public health and wellness, and strengthening Equalization. Premiers will work with other Ministers to promote better relations with the United States, improve literacy levels, campaign in favour of Canadian beef, reduce internal trade barriers. They will propose new models, sensitive to Provincial-Territorial concerns, for selecting people to serve in key national institutions such as the Senate and the Supreme Court of Canada, and new mechanisms for involving the Provinces and Territories in international negotiations. Nova Scotia and Manitoba will be spearheading efforts to ensure more responsive and flexible financing arrangements in the case of emergencies. The workplan will be coordinated through intergovernmental affairs agencies across Canada, and consequently represents a significant accretion of new work for the Office.

These developments were foreshadowed by the establishment of the Council of Atlantic Premiers in 2000. Since then, the four Atlantic Provinces have adopted common regional positions for the improvement of fiscal arrangements and an Atlantic Action Plan for regional cooperation in areas ranging from health and post-secondary education to energy and resource development. The lessons learned at the regional level will be drawn upon for the national exercise. It is expected that the Council of Atlantic Premiers will be taking a prominent role in profiling the region, its strengths and concerns, to the Federal Government and the rest of Canada during 2004-05.

Finally, the events of 11 September 2001 have heightened the importance of the Province's international relations, particularly with the United States. US trade protectionism, as in the softwood lumber dispute, port security, cross-border transportation and security, and air access issues related to preclearance for Halifax International Airport are all on the intergovernmental agenda. In these circumstances, Nova Scotia's long-standing relationship with New England has become increasingly valuable. The New England Governors/Eastern Canadian Premiers' Conference has established an ambitious environmental and trade agenda, and is a major forum for promoting mutual understanding and cooperative action on cross-border issues. Intergovernmental Affairs is also dedicating more resources to monitoring developments at the Federal level in the United States, with a view to being able to take appropriate action if initiatives in Washington have the potential to affect Nova Scotia adversely. This will complement both the Council of the Federation's initiatives to improve Canada - United States relations and the Federal Government's Expanded Representation Initiative (ERI), which will expand the number of diplomatic posts in the United States.

Within this overall environment, Intergovernmental Affairs must, through its direct relations with the Federal Privy Council Office and the Department of Foreign Affairs and International Trade

and with intergovernmental agencies in other Provinces and States, promote an intergovernmental negotiating climate that reduces causes of friction between jurisdictions so that constructive negotiations may occur.

Furthermore, coordination of Nova Scotia's intergovernmental relations is essential to ensure that consistent messages are relayed by Nova Scotian departments and agencies to our negotiating partners.

On the one hand, the increasing number of issues requiring intergovernmental cooperation to resolve has led line departments to create specialized Federal-Provincial or intergovernmental sections. The relationship of Intergovernmental Affairs to these sections resembles the relationship between Treasury and Policy Board and the various departmental policy sections throughout government. The line departments focus on their own specific and often technical issues, while the central agencies provide a government-wide perspective and corporate coordination.

On the other hand, more and more intergovernmental issues are horizontal in nature, that is, their solution requires input and action from more than one department. Frequently, too, the Federal Government considers that issues - such as climate change, the federal urban agenda, and the strategic framework on social union - transcend jurisdiction, and seeks a solution involving not only several departments, but also more than one order of government. Intergovernmental Affairs is then called upon to coordinate these "residual" or "orphan" files, which do not fall neatly into any single line department's area of responsibility. Furthermore, fiscal constraint in some line departments may require Intergovernmental Affairs to take a more active role in intergovernmental negotiations on technical issues, as it already does on the climate change file.

Intergovernmental Affairs (IGA) staff complement remains one of the smallest among IGA offices in Canada, and our resources will be stretched to fulfil their mandated analytical, intelligence-gathering, and negotiating objectives and additional responsibilities. These pressures can be resolved, however, through collaboration with line departments and agencies, clearer definition of intergovernmental roles and priorities, and a stress on effective information exchange and coordinated communications about intergovernmental matters by all departments and agencies.

Protocol Office

The Protocol Office, which became part of Intergovernmental Affairs in 2002, plays an important role in setting the scene for Nova Scotia's intergovernmental and international strategy. The Office manages the logistics for all official visits of diplomats and dignitaries, and promotes Nova Scotian businesses, artisans and culture through government-sponsored events, including dinners, conferences, award ceremonies and the government's gift bank

The Protocol Office also plays significant advisory and administrative roles within Nova Scotia. It provides protocol advice and assistance to the Lieutenant Governor, the Premier, members of the Executive Council, the Speaker and the public. It also administers the Order of Nova Scotia and the Premier's Congratulatory Certificate Program.

Strategic Goals

These are the goals of the agency responsible for intergovernmental relations which by their nature support and advance the government's priorities of: Health care - better, faster health care and Healthier Nova Scotians; Learning is succeeding; Building Greater Prosperity; Fiscal responsibility and accountability; and, Protecting what Nova Scotians value.

1. Preserving and promoting the interests of Nova Scotia in its relations and negotiations with other governments in Canada and abroad.

2. Promoting and fostering cooperation between the Provinces of Atlantic Canada in development of policy and delivery of services.

3. Providing accurate and timely information in regards to the policies and initiatives of other governments that affect Nova Scotia to decision-makers responsible for advancing the government's core priorities.

Core Business Areas

1. Coordinate the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

2. Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

3. Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

4. Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Priorities

1. Coordinate the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.

    - Through consultation with line departments, promote the identification of intergovernmental priorities and of opportunities for Federal-Provincial and interprovincial cooperation.
    - Gather intelligence and develop central agency expertise by monitoring Federal and other Provincial developments to ensure that the Nova Scotia government can act in a proactive fashion.
    - Provide strategic policy advice and support to Ministers and in particular the Premier as he advances Nova Scotia's priority agenda at First Ministers' Meetings, Annual Premiers' Conferences and other key intergovernmental meetings.
    - Coordinate the development of this Province's intergovernmental and negotiating positions, and provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments.
- Focus areas to include negotiations with the Federal Government on the offshore crown share, facilitation of the development of a Provincial immigration strategy, coordination of the implementation of the Council of the Federation workplan, negotiation of Accord occupational health and safety, infrastructure, urban agenda, Sable Island, Multiculturalism and the Department of the National Defence.

2. Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.

    - Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for Premiers' approval.
    - Coordinate the implementation of the Atlantic Action Plan and continue to identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians, and work with Atlantic officials to develop program proposals for Premiers' approval.
    - Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers (CAP), of the Council of Maritime Premiers, and of the New England Governors and Eastern Canadian Premiers.
    - Focus areas to include regional development, summer meeting of the National Governors' Association (NGA), CAP Communications Work Group, Canada-U.S. Relations and the Enhanced Representation Initiative (ERI).

3. Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.

   - Ensure that Nova Scotia's interests are fairly considered in the development of solutions to transborder irritants, security and other issues.
   - Support Nova Scotia's trade and investment strategies ensuring that Nova Scotia departments and agencies are kept abreast of international ideas, trends and multilateral obligations, and of information gathered from international organizations.
   - Co-arrange/manage high level diplomatic and trade/investment promotion visits and missions, and ensure that the Premier is fully briefed to participate in them and for visits from foreign dignitaries.
   - Represent Nova Scotia's interests and positions, ensuring that these are known by various governments including foreign representatives accredited to Canada.
   - Focus areas to include development of an international strategy; softwood lumber; Canada-U.S. Relations, including security and strengthening relations with Canadian diplomatic posts in the U.S.; and leading the Province's participation in the Council of the Federation workplan in the areas of internal trade, and Provincial participation in international agreements.

4. Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

   - Ensure that the Nova Scotian perspective is considered in external forums like the Council of the Federation, the Council of Atlantic Premiers and the New England Governors and Eastern Canadian Premiers Conference, through collaborative work on the agenda and conference documents and ongoing exchange of information with officials in other governments.
   - Ensure that the Nova Scotian perspective is considered in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies and departments in Ottawa and in the Atlantic region (e.g., Atlantic Canada Opportunities Agency, Department of Foreign Affairs and International Trade).
   - Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions.
   - Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments and Intergovernmental Affairs activities.
   - Provide ministers and agencies with advice and support regarding trade agreements, negotiations and disputes.
   - Focus areas to include official languages, climate change, fiscal arrangements and Federal transition.

Budget Context

INTERGOVERNMENTAL AFFAIRS	2003-04	2004-05
	Forecast (000's)	Budget (000's)
Total Program Expenses - Gross Current	$ 1,834	$ 1,898
Net Program Expenses - Net of Recoveries	$ 1,726	$ 1,806
Salaries and Benefits	$ 1,106	$ 1,174
Funded Staff (FTE's)	16.2	16.6

Outcome/Performance Measures

To assess the extent to which Nova Scotia's interests are being advanced in a consistent and effective manner in all of this Province's relations with other governments, Intergovernmental Affairs has developed the specific outcome measures listed at the back of this Business Plan. While the measures specifically relate to the core businesses of Intergovernmental Affairs, they also serve as qualitative or quantitative measures of performance within three broad outcome areas:

1. The development of an enhanced understanding and acceptance, in this government and among other governments, of Nova Scotia's priority interests and positions in intergovernmental matters;

2. Interdepartmental coordination to ensure a corporate, priority-based, approach to Federal-Provincial/ Territorial issues, especially where they cut across several departments' responsibilities;

3. Ensuring that intergovernmental negotiations are conducted according to the corporate priorities of the Government of Nova Scotia and on the basis of thorough knowledge of the issues involved and of the interests and positions of other governments.

It should be noted that it is not always possible to control the outcomes of activities which involve either negotiations or delivery by line departments. Nor is it possible to predetermine the performance measures for the many substantive national and international issues that will surface over the course of the year that have yet to come to our attention, and that tend to occupy so much of the IGA calendar. For these reasons many IGA activities are not directly quantifiable.

That said, IGA makes a concerted effort each year to review its performance by collecting feedback from the people in departments and agencies that it deals with, gauging performance and making continuous improvements to its operations. The performance review process is facilitated by the analysis of the IGA's annual Departmental/Agency Satisfaction Survey, and the key results

are reported in the IGA's annual Business Plan. Also, IGA is in the process of developing improved performance measures. This reflects efforts each year to continuously improve our ability to understand our performance in context to the services we deliver and our planning efforts.

Performance Report, 2003-04

In order to complete the IGA's annual business planning cycle, the following comparative performance report has been prepared. The report is based on a satisfaction survey that was mailed in March 2004 to 134 Nova Scotia government employees that have had significant contact with the IGA Office over the fiscal year 2003-04. The results that are presented are based on the views of 61 respondents from 18 Provincial government departments and agencies and are considered to be representative of the audiences IGA serves and works with.

The results from the recent survey (see table below) measure how the IGA Office has performed relative to its five core goals for 2003-04. The results indicate that since the inception of the survey in 2001-02, IGA has made considerable progress in achieving its goals and on building relationships with the departments/agencies it interacts with. In all but one of the goal categories the targets for 2003-04 have been surpassed. Furthermore, the year-over-year results show a steady improvement since the base year measure (2001-02) in IGA 's ability to successfully communicate key positions relative to intergovernmental issues; ensure that the principle of fairness plays an important role in intergovernmental negotiations and discussions; build regional alliances; and expand Nova Scotia's international linkages.

In regard to the measure indicating how satisfied department/agency staff were with IGA meeting the overall needs of their department/agency, a score of 72 percent satisfied, or more than satisfied, fell short of the target 80 percent. It also showed a decline from the score of 83 percent recorded in 2002-03. The change from the previous year can be explained in part by a technical factor:

- The introduction of a neutral response (i.e., neither satisfied or dissatisfied) to the range of possible responses in the 2003-04 survey was intended to improve the quality of the survey. However, in this instance the change has likely diluted IGA's score. In 2002-03 respondents had the choice to either be satisfied (or better) or dissatisfied (or worse), but not to have a neutral opinion. This omission likely created a positive bias in some of the results, but was corrected in 2003-04. If the 2003-04 survey respondents who identified that they were neither satisfied or dissatisfied were added into the satisfaction measure, the score would have been above the target mark, at 85 percent.

Despite the technical reason why the overall satisfaction score was not as high as in 2003-04, it is clear from the survey results that there is room for improvement. For this reason the IGA Office must continue its efforts to improve its services and effectiveness, and maintain the high operating standards it has set for itself.

IGA Key Performance Results

GOAL	Base Year Measure 2001-02	Survey 2002-03	Target 2003 -04	**Survey 2003-04**
Coordinate the overall intergovernmental strategy of the NS government to ensure a corporate approach to other governments,	66% of clients indicated that IGA had been successful in communicating NS key positions relative to intergovernmental issues	89%	75%	90%
Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens	66% of clients said IGA had been instrumental in building regional alliances	78%	80%	92%
Expand NS's international linkages to support and promote NS's interests abroad	37% of clients indicated that IGA played a role in expanding NS's international linkages	81%	55%	88%
Increase awareness and understanding, both within the NS government and in other governments, of the Province's position relative to key intergovernmental issues	66% of client departments indicated that IGA was meeting their needs overall	83%	80%	72%
Coordinate the overall intergovernmental strategy of the NS government to promote fairness to NS in negotiations with the government of Canada and other governments	63% of IGA clients indicate that the principle of fairness played an important role in intergovernmental negotiations and discussions	90%	80%	92%

Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
The focus on, and current understanding of, corporate positions and priorities relative to intergovernmental issues and negotiation by appropriate line departments, federal departments, and international organizations.	Degree of improvement in the level of awareness of corporate priorities across the government Increased awareness of IG issues. Satisfaction with intelligence-gathering	Survey based. Increased awareness of IG issues.	66% of clients indicated that IGA had been successful in communicating NS key positions relative to intergovernmental issues.	75%	• Through consultation with line departments, promote the identification of intergovernmental priorities and of opportunities for Federal-Provincial and interprovincial cooperation. • Gather and disseminate intelligence and develop central agency expertise by monitoring Federal and other Provincial developments to ensure that the Nova Scotia government can act in a proactive fashion. • Develop Nova Scotia's position if Canadian governance issues, national unity and constitutional matters arise. Obtain legal advice and develop Nova Scotian's position, and advance these positions with FPT governments. • Provide strategic policy advice and support to Ministers and in particular the Premier as he advances Nova Scotia's priority agenda at First Ministers' Meetings, Annual Premiers' Conferences and other key intergovernmental meetings. • Coordinate the development of this Province's IG and negotiating positions, and provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments, working closely with Provincial departments which share responsibility for areas such as fiscal arrangements, health, climate change, international trade, and national security. • Build strategic alliances on Federal-Provincial issues with other Provinces and Territories so as to develop common positions that Premiers and Ministers can advance to Ottawa. • Ensure the implementation of the Framework Agreement on the Social Union addresses Nova Scotia's concerns and needs through participation in intergovernmental and interdepartmental committees.

Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
The focus on, and current understanding of, corporate positions and priorities relative to intergovernmental issues and negotiation by appropriate line departments, federal departments, and international organizations.	Degree of improvement in the level of awareness of corporate priorities across the government. Increased awareness of IG issues. Satisfaction with intelligence-gathering	Survey based. Increased awareness of IG issues.	66% of clients indicated that IGA had been successful in communicating NS key positions relative to intergovernmental issues.	75%	• Through consultation with line departments, promote the identification of intergovernmental priorities and of opportunities for Federal-Provincial and interprovincial cooperation. • Gather and disseminate intelligence and develop central agency expertise by monitoring Federal and other Provincial developments to ensure that the Nova Scotia government can act in a proactive fashion. • Develop Nova Scotia's position if Canadian governance issues, national unity and constitutional matters arise. Obtain legal advice and develop Nova Scotian's position, and advance these positions with FPT governments. • Provide strategic policy advice and support to Ministers and in particular the Premier as he advances Nova Scotia's priority agenda at First Ministers' Meetings, Annual Premiers' Conferences and other key intergovernmental meetings. • Coordinate the development of this Province's IG and negotiating positions, and provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments, working closely with Provincial departments which share responsibility for areas such as fiscal arrangements, health, climate change, international trade, and national security. • Build strategic alliances on Federal-Provincial issues with other Provinces and Territories so as to develop common positions that Premiers and Ministers can advance to Ottawa. • Ensure the implementation of the Framework Agreement on the Social Union addresses Nova Scotia's concerns and needs through participation in intergovernmental and interdepartmental committees.

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.					
Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the Target
Stronger regional cooperation.	Assistance of the IGA in developing Regional alliances and initiatives that cut across multiple departments or influence or impact corporate priorities.	Survey based. Negotiation and completion of bilateral and multilateral agreements with Atlantic Provinces that result in common program or service delivery, or other cooperative ventures.	66% of clients said IGA had been instrumental in building regional alliances.	80%	• Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for Premiers' approval. • Coordinate the implementation of the Atlantic Action Plan and continue to identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians, and work with Atlantic officials to develop program proposals for Premiers' approval. • Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers, of the Council of Maritime Premiers, and of the New England Governors and Eastern Canadian Premiers. • Participate in the Steering Committee on Regional Cooperation (SCRC) which is the intergovernmental coordinating committee that provides executive support to the Council of Maritime Premiers (CMP) and the Council of Atlantic Premiers (CAP). • Provide strategic policy assessments to the Premier and the Executive Council on the role and future directions of the Council of Maritime Premiers and the Council of Atlantic Premiers and other regional economic and policy issues. • Participate in the Coordinating Committee which coordinates all activities of the New England Governors and Eastern Canadian Premiers (NEG/ECP) Conference and meets as required between annual meetings of the principals. • Co-chair with the State of Maine the NEG/ECP Standing Committee on Trade and Globalization directed to examine and make recommendations regarding issues, opportunities and constraints related to transborder trade and globalization relative to the New England and Eastern Canadian regions.

Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.					
Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the target
Improved international linkages with international business and government contacts.	The percent of departments actively assisted by IGA in the development of international business and government contacts.	Survey based. Development of more international contacts.	37% of clients indicated that IGA played a role in expanding Nova Scotia's international linkages.	55%	• Ensure that Nova Scotia's interests are fairly considered in the development of solutions to transborder irritants, security and other international issues. • Collaborate closely with departments and Atlantic provinces in key FPT meetings, and also with industry on continuing dispute areas (e.g., lumber, dairy, fish, and liquor) as well as important policy areas such as industrial benefits, incentives, and resource policy. This can involve timely and co-ordinated interventions, preferably involving a common regional message and representation, that will result in decisions favourable to NS. • Maintain assistance to departments, municipalities and outside interested parties in coping with trade rules and problems. • Support Nova Scotia trade and investment strategies ensuring that Nova Scotia departments and agencies are kept abreast of international ideas, trends and multilateral obligations, and of information gathered from foreign governments, international organizations, the department of Foreign Affairs and International Trade, and its posts abroad. . • Co-arrange/manage high level diplomatic and trade/investment promotion visits and missions (i.e., Team Canada and Atlantic Trade Missions), and ensure that the Premier is fully briefed to participate in them. • Represent Nova Scotia's interests and positions, ensuring that these are known by various governments including foreign representatives accredited to Canada. • Maintain and update the database of Nova Scotia's memoranda of understanding with foreign governments. • Collaborate with Economic Development and Protocol to ensure that the Premier is fully briefed for visits of foreign Ambassadors, High Commissioners and Consuls. • Fully support the minister for International Trade by coordinating interdepartmental activity regarding the AIT, and by maintaining necessary links with economic development agencies. 2004-05 will see intensive work on the Council of the Federation workplan on internal trade, with IGA leading various negotiations. • Build a trade relations network of contacts, information/intelligence sources and maintain the expanded trade presence in the IGA web site.

Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the Target**
Stronger regional cooperation.	Assistance of the IGA in developing Regional alliances and initiatives that cut across multiple departments or influence or impact corporate priorities.	Survey based. Negotiation and completion of bilateral and multilateral agreements with Atlantic Provinces that result in common program or service delivery, or other cooperative ventures.	66% of clients said IGA had been instrumental in building regional alliances.	80%	• Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for Premiers' approval. • Coordinate the implementation of the Atlantic Action Plan and continue to identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians, and work with Atlantic officials to develop program proposals for Premiers' approval. • Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers, of the Council of Maritime Premiers, and of the New England Governors and Eastern Canadian Premiers. • Participate in the Steering Committee on Regional Cooperation (SCRC) which is the intergovernmental coordinating committee that provides executive support to the Council of Maritime Premiers (CMP) and the Council of Atlantic Premiers (CAP). • Provide strategic policy assessments to the Premier and the Executive Council on the role and future directions of the Council of Maritime Premiers and the Council of Atlantic Premiers and other regional economic and policy issues. • Participate in the Coordinating Committee which coordinates all activities of the New England Governors and Eastern Canadian Premiers (NEG/ECP) Conference and meets as required between annual meetings of the principals. • Co-chair with the State of Maine the NEG/ECP Standing Committee on Trade and Globalization directed to examine and make recommendations regarding issues, opportunities and constraints related to transborder trade and globalization relative to the New England and Eastern Canadian regions.

Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
Improved international linkages with international business and government contacts.	The percent of departments actively assisted by IGA in the development of international business and government contacts.	Survey based. Development of more international contacts.	37% of clients indicated that IGA played a role in expanding Nova Scotia's international linkages.	55%	• Ensure that Nova Scotia's interests are fairly considered in the development of solutions to transborder irritants, security and other international issues. • Collaborate closely with departments and Atlantic provinces in key FPT meetings, and also with industry on continuing dispute areas (e.g., lumber, dairy, fish, and liquor) as well as important policy areas such as industrial benefits, incentives, and resource policy. This can involve timely and co-ordinated interventions, preferably involving a common regional message and representation, that will result in decisions favourable to NS. • Maintain assistance to departments, municipalities and outside interested parties in coping with trade rules and problems. • Support Nova Scotia trade and investment strategies ensuring that Nova Scotia departments and agencies are kept abreast of international ideas, trends and multilateral obligations, and of information gathered from foreign governments, international organizations, the department of Foreign Affairs and International Trade, and its posts abroad. • Co-arrange/manage high level diplomatic and trade/investment promotion visits and missions (i.e., Team Canada and Atlantic Trade Missions), and ensure that the Premier is fully briefed to participate in them. • Represent Nova Scotia's interests and positions, ensuring that these are known by various governments including foreign representatives accredited to Canada. • Maintain and update the database of Nova Scotia's memoranda of understanding with foreign governments. • Collaborate with Economic Development and Protocol to ensure that the Premier is fully briefed for visits of foreign Ambassadors, High Commissioners and Consuls. • Fully support the minister for International Trade by coordinating interdepartmental activity regarding the AIT, and by maintaining necessary links with economic development agencies. 2004-05 will see intensive work on the Council of the Federation workplan on internal trade, with IGA leading various negotiations. • Build a trade relations network of contacts, information/intelligence sources and maintain the expanded trade presence in the IGA web site.

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of the Province's position relative to key intergovernmental issues, and to promote fairness to Nova Scotia in negotiations with the government of Canada and other governments.					
Outcome	**Measure**	**Data**	**Benchmark**	**Target 04-05**	**Strategies to achieve the target**
Greater awareness and understanding of Nova Scotian intergovernmental procedures, policies, practices and positions.	Level at which line agency information requirements are being met by IGA respecting, key intergovernmental contacts and positions of other jurisdictions.	Survey based. Enhanced line department understanding of sister agency interests and positions adopted by other jurisdictions on key intergovernmental issues.	66% of client departments indicated that IGA was meeting their needs overall.	80%	• Ensure that the Nova Scotian perspective is considered in external forums like the Annual Premiers Conference, and in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies and departments in Ottawa and in the Atlantic region (e.g., Atlantic Canada Opportunities Agency, Federal Department of Foreign Affairs and International Trade). • Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions. • Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments and Intergovernmental Affairs activities. • Provide ministers and agencies with advice and support regarding trade agreements, negotiations and disputes. • Develop communications objectives to better position the Province of Nova Scotia in its communications with other jurisdictions and with key internal audiences.

Continued

Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the target
Nova Scotia positions reflected in bilateral and multilateral negotiations and agreements reached with the Federal and other governments.	Acknowledgment within the NS Government of efforts to ensure fairness in negotiations	Percentage of client departments recognizing IGA's role in ensuring fairness for NS in negotiations	63% of IGA clients indicate that the principle of fairness played an important role in intergovernmental negotiations and discussion.	80%	• Leverage our leadership position at the Annual Premiers Conference to foster a negotiating environment that promotes fairness and ensures that Nova Scotia's concerns and interests are known and considered in the promotion and development of policy. • Data base and analyse the distribution and fairness of federal program spending across Canada. • Provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments. • In close collaboration with the Department of Finance, seek to achieve changes in existing Federal-Provincial fiscal arrangements to attain fairness for Nova Scotians by coordinating negotiations with the Federal government at the First Ministers' level on Equalization and other fiscal arrangements. • Coordinate the development of this Province's intergovernmental and negotiating positions in such key areas as Climate Change, the social union and improved Federal support for post-secondary education, health and economic development. • Work closely with Provincial departments engaged in negotiations on key Nova Scotia government priorities, such as fiscal arrangements, transportation infrastructure, health, immigration, security and skills and Labour Market issues.

Increase awareness and understanding, both within the Nova Scotia government and in other governments, of the Province's position relative to key intergovernmental issues, and to promote fairness to Nova Scotia in negotiations with the government of Canada and other governments.

Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the target
Greater awareness and understanding of Nova Scotian intergovernmental procedures, policies, practices and positions.	Level at which line agency information requirements are being met by IGA respecting, key intergovernmental contacts and positions of other jurisdictions.	Survey based. Enhanced line department understanding of sister agency interests and positions adopted by other jurisdictions on key intergovernmental issues.	66% of client departments indicated that IGA was meeting their needs overall.	80%	• Ensure that the Nova Scotian perspective is considered in external forums like the Annual Premiers Conference, and in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies and departments in Ottawa and in the Atlantic region (e.g., Atlantic Canada Opportunities Agency, Federal Department of Foreign Affairs and International Trade). • Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions. • Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments and Intergovernmental Affairs activities. • Provide ministers and agencies with advice and support regarding trade agreements, negotiations and disputes. • Develop communications objectives to better position the Province of Nova Scotia in its communications with other jurisdictions and with key internal audiences.

Continued

Outcome	Measure	Data	Benchmark	Target 04-05	Strategies to achieve the target
Nova Scotia positions reflected in bilateral and multilateral negotiations and agreements reached with the Federal and other governments.	Acknowledgment within the NS Government of efforts to ensure fairness in negotiations	Percentage of client departments recognizing IGA's role in ensuring fairness for NS in negotiations	63% of IGA clients indicate that the principle of fairness played an important role in intergovernmental negotiations and discussion.	80%	• Leverage our leadership position at the Annual Premiers Conference to foster a negotiating environment that promotes fairness and ensures that Nova Scotia's concerns and interests are known and considered in the promotion and development of policy. • Data base and analyse the distribution and fairness of federal program spending across Canada. • Provide operational and strategic policy support for negotiations with other Federal-Provincial-Territorial governments. • In close collaboration with the Department of Finance, seek to achieve changes in existing Federal-Provincial fiscal arrangements to attain fairness for Nova Scotians by coordinating negotiations with the Federal government at the First Ministers' level on Equalization and other fiscal arrangements. • Coordinate the development of this Province's intergovernmental and negotiating positions in such key areas as Climate Change, the social union and improved Federal support for post-secondary education, health and economic development. • Work closely with Provincial departments engaged in negotiations on key Nova Scotia government priorities, such as fiscal arrangements, transportation infrastructure, health, immigration, security and skills and Labour Market issues.